



# **Research on the possibilities of setting up non-stop working timetable**

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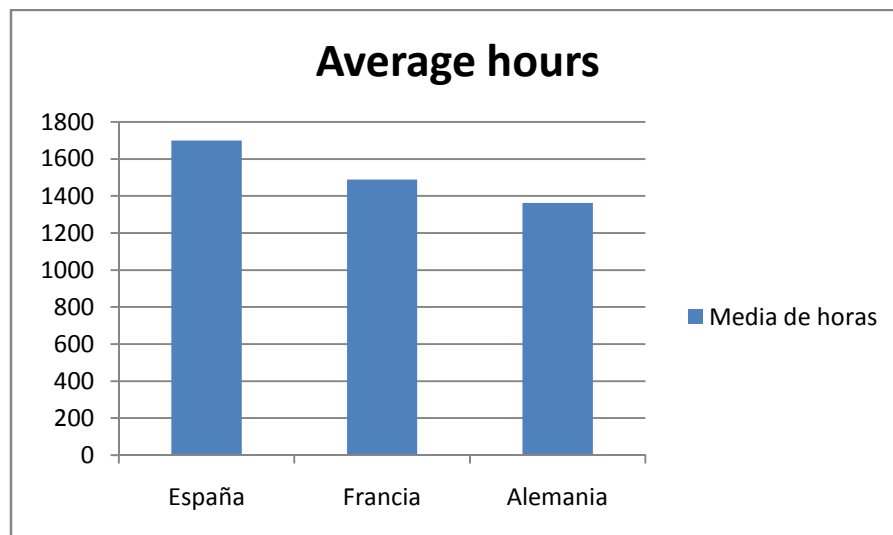
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## 1.INTRODUCTION

Spain makes more working hours in comparison with its European neighbouring countries. However, research shows that performing more hours does not result in more production in addition to the harmful effects on both health and the conciliation of work and personal life. Efficiency does not go in compliance with the amount of hours worked.

In Spain there is an average of 1699 hours worked, being above other neighbouring countries such as France and Germany which perform 1489 and 1362 hours respectively.

Graphic1. Average hours in some European Countries



Source: own elaboration

Another factor to take into account as influential in the Spanish workday is the irrational timetable system held in Spain. This is caused by the time zone change in 1942 to adapt to the European system which does not correspond to solar time.

Ignacio Buqueras, chairman of the “Comisión Nacional para la Racionalización de Horarios Españoles (ARHOE)” states, “If the largest companies convince themselves to change timetables would be not only harmful but it would increase the performance of workers, they will drag others in that change. We are demonstrating it with some data since some companies are already adapting. For example, Iberdrola implemented a plan in 2007 and since then it has improved productivity and reduced costs”.

Shifts in workdays also affect both work and personal life, this is due to the increasing health problems caused by work timetables as stress, sleep disorder, depression, among others. These problems are accentuated when talking about shift and night shift work.

One of the syndromes that it is worth to highlight regarding night shifts is the “burnout syndrome”, defined according to Maslach and Jackson (1981) as “a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy.”

According to surveys conducted by the INE on the use of time, making a comparison with previous years, it shows that the use of time evolves very slowly. Despite the irrational hours observed in Spain, thanks to cultural norms, little time is devoted to social life.

## **2.AIM**

The aim of this paper is to test the possibility of applying the non-stop timetable used in Europe, in the ceramics sector, specifically in Porcelanosa.

Firstly, a definition of the non-stop timetable in the European neighbouring countries will be provided. Secondly, work conciliation and co-responsibility will be defined and the importance of conciliating work and personal life will be explained.

Afterwards, a comparison of the Spanish working hours and the non-stop European timetable will be shown. The historical evolution of the most important labour standards in Spain will be discussed as well as the advantages and disadvantages that this time change would result in this country.

Whether currently some Spanish company would apply intensive workday and the negative effects of the current Schedule regarding the intensive workday will also be highlighted. Besides stressing that conciliation is taking on increasing importance among different political parties.

Finally, we will study what schedule the Spanish ceramics sector typically uses, specifically, what schedule Porcelanosa Group applies and the advantages and disadvantages of working in Porcelanosa Company and whether it could be possible to apply intensive workday in their companies.

## **3.IMPORTANCE OFthe STREAMLINING OFTHE CONCILIATION OF WORK AND FAMILY LIFE**

Nowadays the possibility of changing the working hours for different jobs in Spain is being considered. Below the different types of working-hour distributions in this country will be defined:

Split shifts consist of working two or more separate periods of duty in a day.

Part time consists of working for a specific amount of concrete hours, sometimes these hours are not fixed but flexible.

Intensive workday consists of working a concrete number of hours fixed by law continuously, with no breaks, during a workday.

On the other hand, work-life balance could be defined as the ability to avoid conflicts between work and family, which occurs when environmental pressures mean that both areas are incompatible in some respect (Greenhaus y Beutell, 1985).

Finally, the co-responsibility is the shared responsibility between two or more people.

Nowadays, we talk about work-life balance but co-responsibility goes further.

As highlighted by the Ministry of Health, Social Services and Equality: "Social co-responsibility goes beyond reconciliation. The meaning of co-responsibility goes beyond increasing the involvement of people in the sharing of domestic and family responsibilities, especially men, to be extended to other social partners and public and private bodies.

Reconciliation measures are mainly aimed at women, contributing this to see reconciliation as a "problem for women exclusively". However, co-responsibility involves a sensitive attitude of organizations towards this issue which results in the development of a new organisational culture. Therefore, this issue should be tackled from a perspective of equal opportunities which is one of the guiding principles in European policies, Community Legislation as well as in the European Employment Strategy.

The success of these measures which deal with the co-responsibility approach lie son its globalization, which means that it can be applied to both woman or man workers since its goal is to foster equal opportunities between men and women. On the contrary, it these measures are addressed only to women, negative effects, discrimination will be perpetuated, and the companies will keep thinking that the fact of hiring a woman entails more costs.

The benefits obtained by the application the reconciliation measures are several, among others, it could be enumerated the following:

- Increased productivity.
- Talent retention and recruitment
- Reduced absenteeism
- Improvement of the work enviroment
- Increased involvement of the workforce
- Reducing the stuff turnovers and costs of reinstatement
- Abstaining bonuses from their application

- Improvement of the company image to the staff, suppliers, customers and society in general (what in the field of corporate social responsibility can lead to designate it as "Family Friendly Company"), so that the company image will impact positively on the business results thereof
- Encouraging equal opportunities between women and men

The imbalance between working hours in Spain and personal life has negative consequences not only on the labour productivity but also on health such as stress, depression...as well as influencing family life.

The political parties all agree on the necessity in Spain of shorter working hours in order to conciliate work and personal life. Thus, changes are expected in the working hours doing some new reforms to achieve positive changes for society.

Currently, this issue has made headlines internationally since Rajoy proposed to shorten the workday and end it at 18.00 and change the time zone to bring the country into line with Canary Island, Portugal and United Kingdom. The Independent newspaper tweeted, "Spain is ready to bring an end to the "siesta" and join this way to the twenty-one century". It also posted, "Spanish workers usually start to work at 10 and stay until 14, the time when they take a "siesta" of three hours before leaving at 20". Other newspapers such as The Daily Telegraph, The Guardian and The Times, also reflect on this piece of news.

As expressed in (asepeyo) in which it has been analysed the classification of timetables from several companies: the classification system, a priori, we considered that is more suited to the reality of the timetables we can observe in the Spanish companies will be shown below. After analysing distinct classifications we concluded that the most complete one comes from the International Labour Organisation (ILO).

Consequently, one of the conclusions drawn from the focus group was precisely that this classification covers almost the total of every timetable system of the companies that are represented; however, it has been detected the lack of a category that we have included at the end of the classification

*Standard Working week*



A fixed number of hours per day during a fixed number of days, generally either from Monday to Friday (standard 40-hour-working week) or Monday to Saturday (standard working week over 40 hours).

It continues being the prevailing timetable in most countries. In the European Union, according to Eurofound, the total amount of working hours remains being “remarkably normal”, since 67% of employees works the same number of hours per week.

#### *Flexible hours*

The guiding principle in flex time is to give the employee a certain degree of choice in regard to the entry and exit hours to work. In general, their attendance is required in the main hours of the workday. For instance, it could be established a compulsory attendance between 9,30h and 15,00h, allowing entry at any time between 6.30h and 9.30h and exit if this is between 15.00h and 18.00h, as long as they work 8h a day.

Flex time proponents brandish that the fact of allowing employees a certain margin to decide the entry and exit hours reduces delays in the entry and absences, mainly all-day absence. In addition, the employee can better organize their schedule, thus he or she should not incur absences for other obligations or personal needs and this contributes to a high level of motivation and commitment of workers

There is some agreement that flex time is positive in terms of improving work attendance, being shown that it also results in decreases in staff turnover and the need of overtime, and improved productivity.

#### *Overtime*

All hours worked which exceed the normal hours of work, except those already established when fixing the salary.(Recommendation number 116, paragraph16). Overtime usually distinguishes between paid and unpaid overtime.

#### *Shift work, night work and weekend work*

Method of organization of working time whereby workers are replaced consecutively in the workplace, so that the establishment can work beyond the working hours of each worker.

They fall into two basic categories: systems of fixed shifts, under which a particular group of workers always work on the same shift, and systems of alternating shifts,

according to which workers are assigned to work shifts that vary regularly throughout time and "rotate" 24 hours.

There are different types of shifts: night work, weekend work and alternating shifts. These shift modes require workers to work regularly at times that are not limited to a normal work week.

Convention Number 171 of the ILO, which provides a range of protection measures for night workers, defines night work as "all work done for a period of at least seven consecutive hour that covers the interval between midnight and five o'clock

And the Directive 2003/88/EC of the European Parliament and of the Council of 4 November 2003, concerning certain aspects of the organization of working time, defines the night period as "any period of not less than seven hours, as defined by national law, and which must include, in any case, the interval between 24.00 and 5.00 hours.

Weekend work is the one that is done in the stipulated weekly rest days. In EU countries the weekend includes Sunday and/or Saturday, although primarily it is Sunday, because there is 40% of establishments that work on Saturdays and only 24% that work on Sunday.

Weekend work is mainly concentrated in hotel industry and foodservice.

The timetables in which it is planned a certain amount of work during the weekend are apparently a more common practice than night work.

#### *Part-time work*

Part-time work can be organized in different ways, but the most common model, at least in the EU, is the one that establishes a certain number of fixed working hours per workday.

There are also other organisational methods of part-time work:

- Fixed number of workdays of full-time work for some days and free days
- Variable working hours under request, with fixed working hours on short notice, based on the needs of the establishment.
- Partial retirement systems

An investigation by the Organization for Economic Cooperation and Development (OECD) reveals that part-time jobs are usually of lower quality than similar full-time in terms of employment conditions jobs: hourly wages, contractual arrangements, non-wage benefits to employees, coverage of social protection, including protection of motherhood, and even opportunities for training and professional development.

*Alternative fixed timetables: staggered hours and compressed working weeks.*

a. Staggered and block working arrangements. Different entry and exit hours to work are established for different worker groups of the same establishment.

Nevertheless, once that those entry and exit hours of the working hours they cannot be modified.

b. Compressed working weeks. Sistema de trabajo de semana comprimida. The number of hours corresponding to normal working week are worked, but in fewer days, which results in longer workdays. This system causes that the workday normally exceeds eight hours, the number of consecutive days worked is less than five.

Compressed week options are varied, but one of the most common is the four-day and forty hours a week with three days off. Another possible variant is based on ten-hour days with four days off.

The positive effects on work attendance come from this organization of working time which allows more days off that can be used to meet the needs of the employee, such as medical visits or personal commitments.

However, there are factors that could question the effectiveness of the solution, such as the fact that, being higher the number working hours per day, an all-day absence causes a greater loss of the number of hours and the level of fatigue accumulated per day is greater.

*Flexible working-time and time-saving account arrangements (Hour Bank)*

a. Flexible working-time arrangements. These allow workers, based on their personal needs (with specified limits), choose the entry and exit to work, and, in some cases, even the number of hours they want to work in a certain week. A period of basic hours during which it is required to work for all employees is usually established.

b. Time-saving account arrangements (Hour Bank). Workers accumulate up to a maximum of credit and debits hours worked. The rules governing the system determine how and when those accumulated hours can be spent.

*Annualized hours arrangements and other types of averaging hours arrangements*

Possibility to vary the hours of daily and weekly working within the limits specified by law, for example, a maximum of daily and weekly hours, but requires that the number of hours worked reached a weekly average default during the period the hours are averaged, or corresponded to a fixed annual total.

While the maximum limits are respected, including the average weekly or yearly total, no special remuneration for hours worked in excess of mandatory normal hours will be paid. Time arrangements of atypical or precarious jobs

It is usually considered that part-time work is not standard or that is atypical when the corresponding number of hours is less than the normal working hours of full-time workers.

These arrangements share two common characteristics that often make them precarious: a very small number of hours of work and a very high level of uncertainty as to whether to do the job and when, which is extremely difficult for workers to schedule their personal affairs and even make plans for the future.

a. "Marginal" part-time work. It is characterized by a very limited number of hours, that is, less than 15 hours per week. Example: "mini jobs" in Germany.

b. Work by phone

c. Zero-hours contracts

It is included now the system indicated in the focus group and that does not appear as such in the ILO classification.

*Irregular workday*

According to the Royal Legislative Decree 1/1995 of 24 March, approving the revised text of the Workers Statute, Day Article 34, paragraph 2 states:

"The irregular distribution of the workday throughout the year may be established through collective bargaining or, in its absence, through agreement between the company and the workers' representative.

Said distribution must, in any case, respect the minimum periods of daily and weekly rest provided for in this Law.”

According to statistics compiled by the National Institute (Asepeyo) working hours determine not only work life but also personal and family lives. Sometimes the cold figures stop being so cold to become a wakeup call on certain aspects of life, and one of them may be working hours.

The following is a series of data that can make us reflect on the reality of working hours.

In Spain (Asepeyo) .The latest survey published by the National Institute of Safety and Health at Work (VII National Survey on Work Conditions, 2012) indicates that the number of hours worked per week has decreased since the previous survey: 21.6% of the employees work more than 40 hours / week compared to 27.2% who did in 2007.

7.3% of employees in the sample have part-time job because they have not found a full-time one.

Since 2007 it has not changed the percentage of workers whose working hours is shift work (22,2% in 2011 and 22.4% in 2007). Those who most often have this organization of working time, according to the branch of activity, are employed in health and social activities (37.1%), chemical, sanitation and quarrying (31.6%), metal (32,6%) and hospitality (30.7%).

A very large proportion of workers, up to 40%, said that they "usually" extend their workday (with or without financial gain or free time); however, this figure is lower than in 2007, amounting to 44.6%.

Two out of ten workers usually need more than 30 minutes to move from home to work, a percentage that has remained unchanged since 2007 (19.7% in 2011 and 19.9% in 2007).

In general, the proportion of those who find it difficult to reconcile has not changed compared to 2007 (23.1% in 2007 and 22.6% in 2011); and the most affected occupations are: vehicle drivers, trade workers and hotel and cleaning workers.

On the other hand, according to Eurostat Spanish employees work on average longer hours than other European countries and yet they offer a reduced performance. Productivity per hour is lower than other countries in the European Union. Therefore,

the organization of working time and ultimately the streamlining of working hours should be reoriented towards a culture of efficiency seeking greater productivity in hours worked and even allowing the worker to have their own time organization in order to, being responsible of their work, serve alongside their family responsibilities and personal satisfaction.

According to a study on conciliation and absenteeism conducted by the University of Zaragoza in 2011, in Spain there are more workers who work during the week, specifically we found 48.6%. And then, we find that 29% only work in weekend and more than 21% on Saturdays only. Finally, a small percentage of employees who work on Sundays, remains below 1%.

The average time worked by the total of employees is 40.19 hours and the difference between such workers and other exceeds 4 hours. Thus, working at weekends means working more hours.

The 68'2% of workers usually move to their home for having lunch with his family.

Secondly, we find those who eat in the workplace, bar, restaurant or canteen, which in sum comprise 31% of total respondents.

Another interesting fact is that regarding the travel time in which the percentage of employees who spend more than 30 minutes to move to their workplace does not exceed 30%, with less than 8% those requiring more than 45 minutes.

Finally, according to the Survey of Employment Situation in Spain, in 2012 the effective working hours, on average, was 1563.8 hours per worker. The effective workday is the result of deducting from the agreed hours per worker all those hours of work not done.

The latest data come from the National Statistical Institute of Economic Studies of the Organisation for Economic Co-operation and Development (OECD), according to which

Spain is the European country where working longer hours are made on average (277 more than Germany and the Netherlands) and above the average of the OECD countries.

In the past six decades has been little progress in terms of the streamlining of working hours, as evidenced by the fact that in 60 years the workday in Spain has fallen by 13%, while in developed countries is 25 %. However, we are in the caboose of the European Union in terms of productivity, as specialists point.

However in Europe, (Asepeyo) .The EU average workday when you consider full-time jobs, stands at 41.6 hours, just below the Spanish, which is 41.7 hours. The Spanish average workday has been reduced between 2000 and 2008 in about twenty-four minutes.

Regarding part-time work, the European average in 2009 was 20 hours per week.

Eleven countries were below this average, including Spain with a work week of 18.9 hours.

Northern Europe is where citizens achieve a better balance between their personal and work life exceeding 80% in degree of reconciliation. Spain is just below the European average, with 23% of workers who find trouble organizing their private life after work.

The average length of the workday in Europe is estimated at 40 hours; all the work over this time is considered additional hours at the usual workday.

In continental Europe and Scandinavia just over 15% of workers remain at work above 40 hours; this figure rises to 22% in Ireland and the UK. Switzerland and Norway have a high percentage of workers who work between 41 and 45 hours per week, 21%, but not so many who work over 45 hours, only 12.6%, reaching values similar to those of other Nordic countries.

It seems, therefore, that it is common practice to extend a little the work day but without lengthening it too much.

In Southern and Eastern Europe at least 30% of its workers exceeds the length of the average workday, and of these seven out of 10 work more than 45 hours per week.

Finally, the longer workdays are given in Romania, Bulgaria, Croatia and Turkey.

The average of the 34 OECD countries stood at 2012 in 1,765 hours. Greece is the country with the highest number of annual hours with a total of 2,034. Poland ranks second with 1,929. The Czech Republic and Slovakia are also above the OECD average.

Most of the EU countries does not reach the average. Italy is only slightly below while Austria and Portugal have a total of 1,690 hours. Spain records 1,686 hours according to the OECD. Thus, Spain is below the OECD average, but has some more than Germany and Austria.

Finland, the United Kingdom, Slovenia, Sweden and Luxembourg also exceed 1,600 hours, Germany with 1,397 hours and Austria with 1,381 hours, the European OECD countries with fewer hours worked per worker.

On average, full-time employees worked 40.4 hours a week in 2012.

The longer workdays happened in the United Kingdom and Austria (42.3 and 41.8 respectively), while the usual weekly hours worked by full-time employees were below 39 in Denmark (37.6), Ireland and Italy (both 38.7).

Hours worked usually by part-time employees amounted to 20.2 on average in the EU in 2012. The longest workdays were in Romania (24.8), Sweden and Belgium (24.3), and the shortest in Portugal (17.7), Germany (18.3), Denmark (18.5) and Spain (18.6).

To curb the drawbacks caused by the problems of reconciliation in Spain, it is necessary that companies streamline timetables in order to reconcile personal life with work life, thus achieving a higher quality of life. It is required periods of energy recovery to be more efficient in work. With proper use of energy and its respective recovery, it is proved that 6 hour of work can be equal to or more productive than 16 hours of work.

Now, the negative effects of lack of the streamlining in Spain will be shown:

42% of Spanish women reject leadership positions because they have to choose, since now reconciling personal and work life is very difficult for women.

In Spain we find 31 percent of companies in which no high office is held by women, according to the study by Women in Senior Management of Spain created by the Center of Corporate Governance comprised by IE Business School, Mutua Madrileña Iberdrola and PWC and presented yesterday by its authors, Custodia Cabanas, Elena Morales and Silvia Molinero.

In the case of quoted woman, the percentage is even lower, 10.3% in the Ibex 35 and 12.3% in the Continuous Market.

One of the reasons drawn from these data is that depending on the business sector there are more women or more men. This is the case of Consumer Goods or Technology and Telecommunications over other more masculine, such as Energy and Oil.



From the data provided by the researchers of the IE, different recommendations in order to achieve an increase of women in high offices were held. Including business development plans in addition to conciliation.

Spain has been losing population since 2012 in which he reached the top with 46,818,216 inhabitants, according to data extracted from the INE. In 2014 residents in Spain were 46,507,760 inhabitants, this is due to the return to their cities of immigrants in addition to the low birth rate. According to data extracted, at present, there are more people being born than people dying but the percentage is getting lower, so it is expected that between 2014 and 2064 will lose around 8 million people, due to inequality between births and deaths. In nine communities in 2014 the balance was negative, these are Galicia, Castilla y Leon, Asturias, Aragon, Extremadura, Cantabria, Basque Country, Castilla-La Mancha and La Rioja.

**Graphic2. Evolution of the Spanish population (2001-2014)**



Source: INE

The Federation of Large Families and Family Forum has proposed some measures of improvement to curb this fall in population in Spain. These include:

- It is necessary to sensitize the society to reflect on today's society, where few people give birth, thus slowing the low fertility rate.
- Society needs to see children as a positive effect, not as a drawback to reach the individual goals.
- Family stability favours birth rate. It is necessary to develop a Family Mediation Act to promote the stability of these.
- Reconciling work and family life is necessary to have children. Therefore, it is necessary to rationalize working hours in order to reconcile.
- Extend maternity leave both women and men, thus, the paternal and maternal co-responsibility.

- They could make deductions for parenting, in addition to direct aids for children.

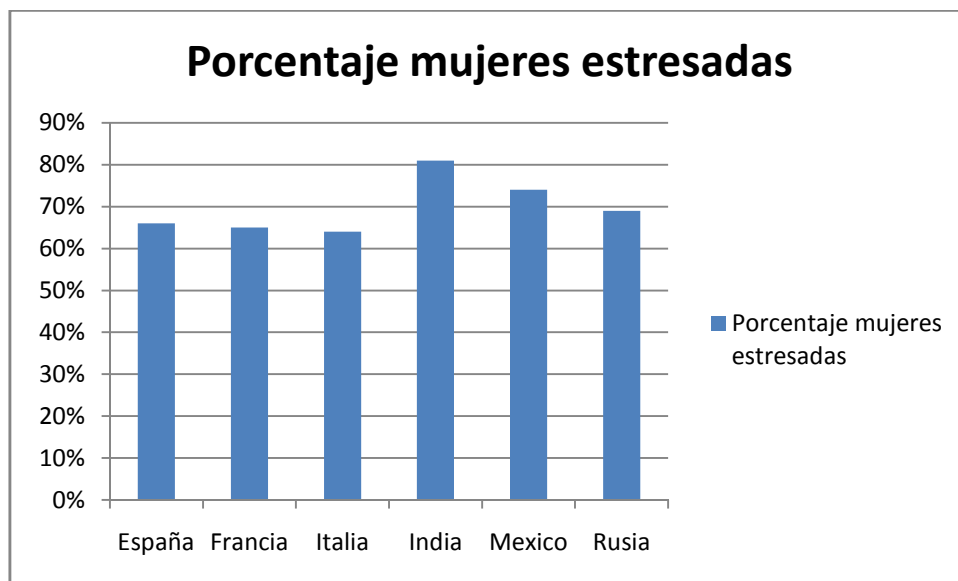
One of the problems highlighted by the lack of reconciliation is stress experienced by Spanish women, 66% of Spanish women is stressed, and they are the ones who most suffer in Spain.

According to the study 'Women of Tomorrow' compiled by Nielsen, Spanish women are the ones that suffer more stress due to the pressure exerted by the lack of time to balance work and personal life.

In this report we found that the Spanish are preceded by French with 65% and 64% Italian, positioned the second and third most stressed, respectively. The main reason for this problem is the obligation to reconcile personal life with work.

It also highlights that stress is higher in emerging than in developed countries. This is because once the costs are covered, very little money to enjoy is left. Women in the countries that are suffering more stress are the ones from India with 81%, followed by Mexico with 74% and 69% Russian.

**Graphic3. Percentage of most stressed women in the world**



Fuente: own elaboration

## **4.WORKING HOURS IN SPAIN VS EUROPEAN NON-STOP**

### **4.1.Historical evolution of the working hours in Spain**

The State did not intervene in labour relations until the creation of the first laws, which were made to alleviate the work conditions and the high mortality rate during working hours during the industrial revolution. The first law that appeared to regulate child labour and women was the law of 24 July 1873. This law forbade those children under 10 to work as well as prohibiting children under 16 from undertaking night hours.

The following appeared in 1878, law of 26 July in which certain jobs for minors between 16 and 18 years old are prohibited

These laws were a precedent in labour relations. Society is changing and begin the workers' demands. The first that most remembers is the one that emerged in the United States in the late nineteenth century, in which workers demanded more reasonable timetables, since the working hours were between 12 and 14 hours a day with very poor health and hygiene conditions.

In 1884, Chicago held a conference conducted by the American Federation of Labour (AFL) in which it began to vindicate a work timetable of 8 hours. This claim caused, May 1, 1886 dozens of deaths in different American cities. These claims were effective.

In 1886, in Spain the Commission of Social Reforms is created in order to regulate work conditions of workers in Spain but it was not until January 1, 1900, through the Work-related Accident Act, in which the occupational disability and compensation were approved.

In 1912 the Law of the chair which obliges employers to grant their workers a chair for the development of labour activity.

In Spain was adopted on April 3, 1919 the decree that included a workday of 8 hours, this was carried out from October 1.

In 1922 it appeared the norm that replaces the Work-related Accident Act in 1900.

In 1926 the Labour Code of 1926 was created. Work conditions were collected in the Code.

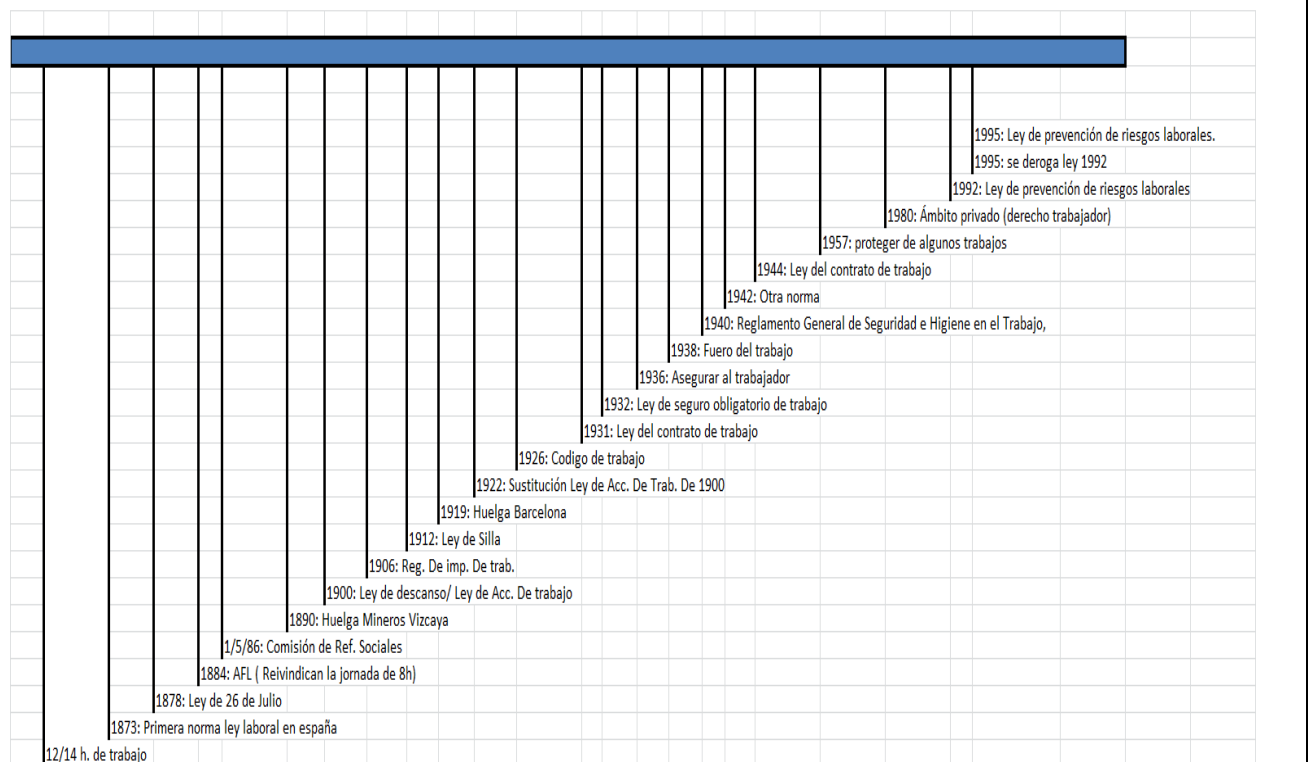
From the Second Republic an improvement was made in the rules relating to workers. The Employment Contracts Act of 1931 which precedes the current status of workers was approved.

In 1940 it was established the preventive norm in labour law, Regulations on Safety and Health at Work. It collects preventive and sanitary measures in the Company. The Labour Contract Act of 1944 is approved.

In 1957 the Decree in which women and children are protected in carrying out some work is established, these were considered medium strength.

In 1992 the Constitutional Court deemed this Decree to be unconstitutional, although it is not abolished until 1995, only for women, for children continues an applicable law.

**Graphic4. Evolution of standards and working hours in Spain until 1995**



Source: own elaboration

Reforms to highlight between 1995 and 2013 are the following:

On November 4, 1996 the government signed with the UGT and CCOO unions an agreement for agrarian social protection to replace PER.

In 1997, CEOE and CEPYME with UGT and CCOO unions agree on 29 April the stability of Employment and Collective Bargaining, This lasted until 2001.

On May 24, 2002 the Law Reform Unemployment Protection System and Improving Employability was approved, called "el decretazo", which was established to achieve rationalize unemployment spending.

With the reform of May 9, 2006 an agreement in order to reduce the linking of labour contracts was made.

The 2010 reform of Labour Legislation was made and this was modified in 2012.

Today in Spain seven Statute reforms have been developed, highlighting the internal flexibility of the company and reducing temporary work.

In Spain, it is being debating whether to apply intensive workdays in different Spanish companies, in order to improve the work-life balance, which is hard to find in this country regarding working hours.

One of the main problems encountered is the time zone in this country, this time zone was modified in World War II after Franco dictatorship. Men, who were the ones working at that time, worked in different jobs given the current economic situation, in order to get their families ahead. This habit has remained until today.

Spain has an official time which is one hour above the time that it belongs so in most of Spain sunrise and sunset occurs later than in the rest of European countries. To make these important changes Fernández-Crehuet points: that the process could be gradual and that a first exercise would equate to Italy or France time. Overcome this phase the standard to follow would be UK or Germany and "one last approach, perhaps too far in our current customs view, it would be the time of the Nordic countries."

The modifications would also have to take into account the needs of each sector and society in general: "We would face what economists call the Game Theory, if I'm the only one that change the time, I lose out. But if we all change at the same time, we all win."

Another advantage to highlight regarding time change in compliance with the European, would be according to Fernandez-Crehuet, an improvement of Spanish exports "since coordinating times of our working hours with the rest of Europe would improve our trade relations." And in his opinion, it would be useful also for the tourism sector, involving 10.9% of our GDP. Why?: because tourists would feel "less surprised by our messy lifestyle" once they reach Spain.

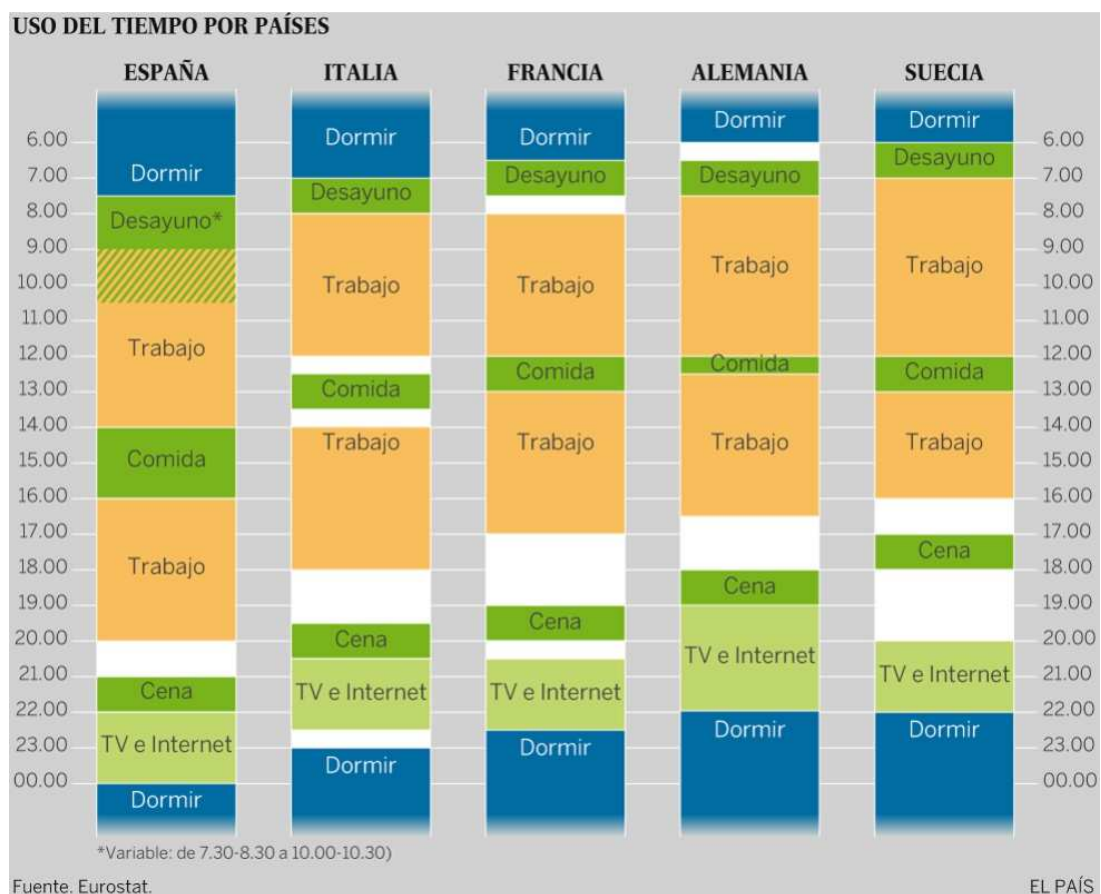
#### 4.2. Working hours in Spain vs European non-stop.

Spain is not in its corresponding time zone and if we add the working hours that are currently in this country, we can say that both work and personal hours in Spain are rare.

As we watch that other countries end their workday between 17h and 18h, Spain ends it at 20h, taking a lunch break of two hours. Another curious characteristic, is that while in Spain the prime time is at 22-23.30h, in the rest of Europe, the prime time is at 20-21h. Therefore, they have dinner and go to bed before Spaniards. All these actions that a priori may seem already assimilated into the Spanish culture, they make Spanish people to have a delay of two hours in their workday.

In the following graphic we can observe the comparative analysis of several European countries with Spain, in which the differences in the workday are shown.

Illustration 1. Use of time by different countries



Source: Eurostat

As we have seen, we work longer hours than the rest of the countries but unlike what is believed, the results are worse. Besides, the conciliation problems of work-life balance that we find in the Spanish families is a problem too.

According to Fernández-Crehuet: "It is about to expand the freedom of individuals, not to restrict it, so a previous consensus is essential. But the reality is that regulatory frameworks, laws, are the ones that manage to regulate and encourage a change of habits.

Now, we will highlight workers' rights which are included in the Official State Gazette.

In the Official State Gazette(BOE)", workers' rights are stipulated in Section 2. These rights are written in Articles 2 and 4.

## 2nd Section. Basic Rights and Duties

### Article 4. Labour rights

1. Workers have the basic right to the following, along with the content and scope provided for by specific regulations for each item:

- a) Employment and free choice of occupation and trade.
- b) Free association.
- c) Collective bargaining.
- d) Adoption of measures for labour disputes.
- e) Strike.
- f) Meetings.
- g) Participation in the company.

2. In labour relations, workers have the right:

- a) To actual employment.
- b) To promotion and occupational training at work.

c) Not to be directly or indirectly discriminated in employment, or, once employees, discriminated by reasons of sex, civil status, age within the limits set forth by this Law, racial or ethnic origin, social status, religion or convictions, political ideas, sexual orientation, membership or non-membership in a union, or for reasons of language within the Spanish State.

Neither may they be discriminated due to of handicap, provided that they have the aptitude to perform the job or work in question.

d) To their physical integrity and an adequate policy on safety and hygiene.

e) To respect for their privacy and consideration for their dignity, including protection against harassment by reason of racial or ethnic origin, religion or convictions, handicaps, age or sexual orientation, and against sexual or sexist harassment.

f) To the punctual receipt of the compensation agreed on or legally established.

g) To the individual exercise of the actions deriving from their work contract.

h) To any other rights specifically deriving from their work contract.

#### Article 5. Labour Duties.

Workers have the following basic duties:

a) To fulfil the specific obligations inherent to their work post, in keeping with the tenets of good faith and diligence.

b) To observe the safety and hygiene measures adopted.

c) To fulfil the orders and instructions of the employer in the regular exercise of his/her managerial authority

d) Not to compete with the activity of the company in the terms set forth in this Law.

e) To contribute to the improvement of productivity.

f) Whatever other duties arise, as applicable, from their respective work contracts.



At present in Spain, the working hours dissociates almost entirely of its neighbouring countries. This is due to past inheritances, due to the post-war where the Spanish combined several jobs in order to support their family.

The Spanish working hours covers almost the whole day, so that dinners and the television schedule delay, for this reason, the hours of rest are insufficient.

In Spain we find an association that is trying to change this pace and mould it to Europe.

This association is called ARHOE:

(ARHOE): On April 19, 2006 the Association for the Rationalization of Spanish Schedules, as legal and executive body that develops the proposals of the National Commission was established. The founding entities were: the “Universidad Rey Juan Carlos”, the “Universidad CEU San Pablo” y the “Fundación Independiente”.

ARHOE, as reflected in its Statute, has as aims to foster the enhancement and improvement in quality of life, as well as the conciliation of the work and personal life, effective and real equality between women and men and access to the same opportunities, improvement of productivity and efficiency in companies and labour in general. All from any point of view and especially by streamlining the timetables through reflection, discussion, study, promotion of good practices, personal and professional ones, education and dissemination.

ARHOE is novel and differs in its functionality since is complementary to everything that already exists and enriches the associative landscape of citizens, companies and other movements.

The values of ARHOE are:

- Participation, sharing knowledge in the organization through group work among all its members.
- Responsibility to the obligations undertaken for the development of professional activity and against citizens.

- Commitment to the involvement of people in the strategic objectives of the organization.
- Solidarity and mutual help to achieve the objectives of the members of the association.
- Innovation of the generation of new ideas and alternatives that will lead us to progress collectively and individually.
- Tolerance, respecting the ideas, beliefs or practices of others and associations.

Its vision is that of a benchmark organization, in this field, in Spain, with a transverse view on different topic such as promoting the conciliation of personal, family and work life; promoting equality; increasing productivity in companies, improving school performance; reducing accident rate; facilitating globalization; caring for and maintaining healthy habits; improving quality of life; promoting the modernization of the country ... and ultimately, giving more value to time.

#### **4.3. Advantages and disadvantages**

We observe that replacing the current time change for the European Schedule would be more positive than negative for Spaniards. Some of the drawbacks to highlight regarding this change would be the adaptation of workers to it, as they have already acquired habits that should be modified due to this change in lifestyle.

(mezcua, 2014): advancing the Spanish time zone one hour, as well as a greater implementation of the continuous workday (the entry at 7 or 8 and the exit at 16 or 18, with half an hour to have lunch), will “allow a better work-life balance”, and productivity will slightly increase.

There are a great number of companies of all sizes who have decided to take the lead and have already boosted the intensive workday, another measured advised in the report. One example would be the Basque power company, which in 2007 became the first company in the Ibex-35 to approve the continuous workday, a measured from which 9.000 employees take advantage and according to sources from the company surveyed by ABC.es, it has achieves excellent results.

«Productivity has increased by 500.000 hours per year»

«Since the continuous workday was implemented, productivity has increased by 500.000 hours per year», a fact that they attribute to the fact that people, «when they are satisfied and at ease in their job, are more committed to the company and their goals». In addition, thanks to this measure, Iberdrola has reduced absenteeism rates by 10%, and accident rates, which last year were the lowest in its history, after falling about 60% in the last five years. «We must keep in mind that 25% of accidents occurred in the afternoon, after lunch time» they remind.

Furthermore, this measure has also been a major cost saving for the Company coffers. «it has been reduced the consumption of water, electricity, and dining service», they explain, even though they accept that the most relevant benefit of this innovative policy of Human Resources has been «that it has allowed attract talent and incorporate the best professionals in teams, which is certainly a competitive advantage».

However, the most powerful advantages has been for their workers, now entering at 7:15 and leaving at 15.30, with 30 minutes margin. According to the latest Business Corporate Reputation Monitor (MERCO), Iberdrola is among the four best Spanish companies to work in, and according to a survey conducted internally, 87.6% of company employees assess positively the continuous workday, since it allows them to spend their afternoons to take care of their family, friends or hobbies, and enjoy more their free time which impact on improving their quality of life.

Another company that has already taken steps to streamline timetables is the telecommunications company ONO, which currently has implemented a policy of «flex time» which allows workers to establish an entry and exit hour regarding their individual needs, according to sources from ABC.es Company. «From Monday to Thursday workers enter between 8 and 9.30 and they exit between 17 and 19, with a break to have lunch between 30 or 60 minutes», they explain, «a measure that allows the conciliation of the work and personal life of workers».

SMEs also gladly welcome the possible change of timetables, since it has been proved successful in those companies of small and medium size that have already adopted it. «It has great advantages, and the best one is that it allows to reconcile the professional and work life», Oscar Fernández León, from Sevillian law firm León & Olarte, explains. Until 2010, his employees entered at 9 and left at 20.30, with a break of three-hour lunch, «Now we work from 8 to 14, we stop for 1 hour to have lunch and we leave at 18, and on Friday afternoons we do not have to work».

All advantages for those who already apply the continuous workday.

Problems? None for Fernández León, who emphasizes the fact that time change has allowed them “to have time of concentration and much larger study, in the early morning sun”. He also emphasizes that “now we are more productive, since we do not have to be aware throughout the day of clients’ calls or unexpected visitors, allowing better concentration”.

Now that we have commented on the advantages, from the firm they encourage all the companies to adopt it, but they emphasize the importance of adequately informing their clients. “All this is a matter of educating them, explaining it well. In our case they have been perfectly adapted, despite the fact that there were some saying that we would lose many clients because they would not be able to adapt to change. However, we have not lost a single client.

As we have seen, with this change the advantages would affect positively both companies and workers.

Regarding the quantitative benefits:

Meaning: Quantitative is an adjective which refers to the numerical nature of data, methods, researches and/or results.

They highlight the reduction of electricity, water costs as well as the number of overtime. It also emphasizes work absenteeism, since it is reduced.

It can also be obtained qualitative benefits:

Definition: It refers to the qualities of somebody or the quality of something, and it differs from quantitative since quantitative refers to the quantity or numerical or statistical values of a fact or phenomenon. They highlight mitigating conflict and increasing the sense of equity, increasing conciliation and co-responsibility, and increasing personal satisfaction and work environment.

#### **4.4. Possible changes**

Time change in Spain will result in changes not only affecting the working hours but, at the same time, another factors surrounding the cycle of day for each person will be affected.

On the one hand, ending the workday earlier, the tasks will be performed earlier. Thus, spending that spare time in other activities that could not be done before and this way, enjoying their personal and family life or their friends.

One of the effects will affect the television timetable, since it will be modified, moving the timetable ahead, and allowing people to have more rest since television timetable would finish earlier.

ARHOE is promoting this initiative. (ARHOE)–National Commission for the Rationalization of Spanish Timetables claims, once again, that television networks, both public and private, should generally end their prime time programs around 23.00h (from this time it can be shown other content types. Thanks to this measure we could rest properly at night without sacrificing the entertainment while watching television.

It is proved that lack of sleep affects negatively productivity, work absenteeism, stress, work accidents and educational failure.

In this situation, we should reach an agreement as soon as to common welfare and public interest, which also affects televisions. This requires dialogue, as well as the merger of the political parties and the commitment of all television networks, not only public but also private ones, which have to protect the interests of population which, in fact, are compatible with their own.

It is not about returning to the test card, however, it is about the necessity of quality television with sensible timetables as in the rest of the European countries. From ARHOE we defend freedom, dialogue and, above all, good judgement.

Another change to emphasise would be the timetable of leisure facilities. If people can go shopping earlier due to their working hours, it would not be necessary for these facilities to open until 21 or 22.

Time change, returning to the issue, would be another possible change to underline.

(Carpio, 2013): It is about returning to English schedule, Greenwich Mean Time, which is in the United Kingdom, Portugal and Morocco, in which Spain has historically been since 1884 when the universal measure of day was established, but it was abandoned in 1942, during the Second World War, when we aligned voluntarily with Germany, which had imposed their time zone to France, and other countries such as the United Kingdom or Portugal also followed it.

In 1945, once the war was finished, the United Kingdom and Portugal replaced it with the Western European time zone, but France and Spain remained still since then.

Adopting again Greenwich Mean Time, GMT time, inspired on the daytime solar cycle, the report considers, would have a favourable effect regarding the conciliation of individuals, allowing them to have more time for family, professional training, personal life, leisure and avoiding non-production times during workday.

It must be clarified that this does not involve a change in the time zone of the Canary Islands, which also would shift and would remain an hour less compared to the Iberian Peninsula, thanks to its geographical distance.

But the truth is that we change the clocks twice a year, in autumn and spring, for the benefit of energy savings, proposing this permanent change is not trivial, and the report of the Congress itself recognizes it too.

"It is a complex task since it implies a transformation of our diary customs and habits, but it is undeniable that the results would make us converge with Europe in many aspects in which we are extremely distant from us, and particularly in productivity, competitiveness, conciliation and co-responsibility"

They argue that, in fact, it would be to correct what is now an "abnormal" situation because Spain belongs to the Western European time zone, not the central one, which is where it is today installed.

Living outside the time zone that corresponds to us, the report says, "results in us getting up very early and sleeping one hour less than what is recommended by OMS", which in addition to a singular organization of workday, which is not similar to anything in the rest of Europe, "affects negatively productivity, absenteeism, stress, work accidents and educational failure".

Last but not least, thanks to the change of working hours, a reduction of diseases such as stress will be achieved. Since we will be able to conciliate work-life balance, it will be possible to perform all the duties without the need of overwhelming because of the lack of time.

## **5.SECTOR CERÁMICO**

### **5.1.Porcelanosa**

PORCELANOSA Group is today a benchmark company in the national and international market, built upon values such as innovation and quality, but above all, based on the trust placed in its extensive human team, formed by almost 5.000 people, and based on the care for their social environment.

With over 40 years of experience, PORCELANOSA Group operates in about 100 countries all over the world, thanks to a unique business model, which relies on a strong business strategy. Today, it is one of the most recognized Spanish companies worldwide, according to a study published by Pricewaterhouse Coopers and the Financial Times.

Diversification in production has been the cornerstone of the growth of a business group that started exclusively with the manufacture of tiles. Currently, the eight Group companies offer a wide range of products ranging from equipment for kitchen or bathroom to advanced building solutions for contemporary architecture.

#### *Venis*

Venis comes from the experience of Porcelanosa as ceramic manufacturer. Therefore it becomes, from the beginning, a benchmark company worldwide in the manufacture of tiles, stoneware and porcelain.

With an innovative spirit, which is maintained over the years, it has been one of the companies that has evolved the ceramic product in all areas from design, quality and ecological commitment in the manufacturing process, to finding new applications in contemporary architecture

#### *Gamadecor*

In the process of diversification of PORCELANOSA Group, Gamadecor was born with the aim of offering high quality products, technology and advanced manufacturing bathroom and kitchen furniture.

With more than 125,000 square meters of facilities, which have the latest technical advances, its development has led to the incorporation of design and manufacture of a wide range of cabinets, closets and auxiliary furniture

#### *Systempool*

The clear expansive vocation that Systempool has since its creation has led to focus its work on three main areas:

#### *Bath products*

Shower trays, screens, columns, bathtubs, whirlpools, shower sets, cabinets, countertops and bathroom accessories.

#### *SPA*

A product line designed to recreate SPA areas at home, easy installation and reduced maintenance.

#### *KRION®*

The Solid Surface of PORCELANOSA Group is present in both bathroom or kitchen products of the Group companies, such as in unique design projects, interior design or architecture projects where intangible qualities can transform ideas into reality.

#### *L'Antic Colonial*

L'Antic Colonial has sought, since its creation, to meet the demand of exclusive high quality natural products: slate, marble, natural wood and mosaics, together with its accessories such as sinks, countertops and bathroom furniture, they allow to create integrated projects with the warmth of natural products. Technical and aesthetic qualities demonstrate it increasingly, both at individual level and in public spaces.

#### *Butech*

Butech began in the PORCELANOSA Group in order to facilitate the work of all professionals in the world of ceramics placement. Its ongoing research to bring new constructive solutions resulted in an expansion of its product range, always with the quality and guarantee of Porcelanosa and it is the result of the commitment of the training and qualification of the technical team.

Currently, Butech has a wide variety of materials and construction systems that meet the needs of users, installers, contractors and architects.

#### *Noken*

Noken entered the market with its innovative designs in bathroom equipment.



Specialized in toilets and taps, it also introduces in its 2015 catalogue a wide range of bathtubs. Noken is always distinguished by the care and the uniqueness of every detail. Its firm commitment to design and commitment to quality are the hallmark of each of their products, which give bathroom spaces around the world a unique exclusivity, placing Noken in the top rankings of the business sector.

#### *Urbatek*

Urbatek, specialized company in the marketing of floor and technical porcelain Wall tiles, it continues its consolidation in this segment with an excellent Price-performance relationship. To fulfil the demand in the world of architecture, the Urbatek product line incorporates superfine porcelain stoneware of great XLIGHT format. With continued development, it incorporates a variety of formats and finishes in all styles.

(porcelanosa)

### **5.2. Timetable that Porcelanosa Company applies**

The timetable that Porcelanosa applies is based on the Official State Gazette (the state collective bargaining for extractive industries, glass industries, ceramic industries, and for the exclusive trade of the same materials for the years 2014, 2015 and 2016).

Time of provision of work

Section 1. Working time

Article 26. Annual working time.

Workers affected by this bargaining will have a 40-hour working week with equivalence annually to a maximum of 1747 hours.

Notwithstanding the foregoing, during the validity of collective bargaining remains, the annual workday of effective work «ad personam» will be respected.

Article 27. Extra hours.

With the purpose of fostering a supportive social policy which improves the creation of jobs, extra hours will be suppressed.

The business's management will inform monthly Works Committee, personnel delegates and union delegates, of the number of extra hours made, specifying the causes and, in this case, the distribution by section. Likewise, based on this information

and the above criteria, the Company and its legal representatives of employees will decide the nature of the extra hours according to the collective bargaining.

The performance of extra hours as required in article 35.5 ET will be registered daily and will be totalled weekly, handing in a copy of the weekly report to workers.

Remuneration for extra hours will occur under the terms provided in article 15.

#### Article 28. Holidays

1. Holidays will consist of 30 consecutive calendar days per calendar year of effective service in the company. It could be agreed the division of enjoyment by mutual agreement. These may not start on holiday or festive eve.

2. Workers who do not perform a full year of service will only have the right of enjoying the proportional part.

3. The pact of receiving remuneration during holidays without taking them is null, except the case that the worker resigned, in which case it shall be paid the proportional part of the accrued vacation days not taken.

#### Article 29. Collective holidays.

1. In case of collective holidays, the employee who worked for less than 10 years in the company will be able to work in workstations only working in the period of holidays. Otherwise, the employee will take all the holiday period, getting their pay, documenting in their record that those holidays will be charged, these will not be charged in the already commenced year from the initial date of service, in order to quantify correctly the active or passive proportional part that should be added to their severance pay.

2. The needed personnel for maintenance and labours which can only be done when the facilities of the company are closed will shift their holidays individually.

#### Article 30. Programming period for the holiday season.

The worker has the right to know at least two months before the commencement date of their holidays.

The employer may exclude as a holiday period the one which coincide with the increased seasonal production activity of the company, after consulting the workers' representatives.

When the individual enjoyment is scheduled, the needs of the service will be taken into account, but a number of workers in each specialty or job that could cripple or seriously impede the progress of the company cannot coincide on their enjoyment. In such cases, it will tend to give preference to workers with school-age children so they can enjoy their holidays in not-collective school periods, being necessary in other cases a system of rotation established in the choice of dates for individual enjoyment.

In the case of programming individual enjoyment, without prejudging the production needs of the company, the special circumstances of immigrant workers will be taken into account.

When the holiday period fixed in the calendar of the company coincides in time with a temporary disability resulting from pregnancy, childbirth or breastfeeding or with the period of suspension of the employment contract provided for in Article 48.4 and 48 bis ET, they will have the right to enjoy holidays in a period other than the period of their temporary disability, or the period of enjoyment of leave that would correspond them once finished the period of suspension, in spite of finishing the calendar year corresponding date.

In the event that the holiday period coincides with a temporary disability due to different contingencies than those indicated in the previous paragraph that prevents the worker from enjoying them, entirely or in part, during the calendar year to which they relate, the worker may do so once they recover from their disability and provided that they have not been more than eighteen months from the end of the year in which they originate.

#### Article 31. Holiday remuneration

1. The holiday remuneration will be paid to all the personnel before enjoying them. Notwithstanding the foregoing, if there is agreement between the parties, the conditions will be respected within the companies. In the latter case, if during the holiday enjoyment the worker was off due to a temporary disability, they will be paid for vacation, but no benefit for temporary disability will be given.

2. They will be paid calculating the variable remuneration according to the average obtained by the employee for all salary items (excluding distance allowances, transportation, expenses and other non-salary items) in a normal workday, excluding in any case extra hours, in the three calendar months preceding the date of initiation of the extra hours.(BOE)

Pocelanosa Group is constituted by eight companies, these are: Porcelanosa, Venis, Gamadecor, Systempool, L' Antic Colonial, Butech; Noken y Urbatek.

Their working hours, approximately, are the following:

- L'Antic colonial: They work from Monday to Friday from 8.15 to 13.15 and from 14.45 to 19.30. On Friday they end the workday at 19 and they work one in three Saturdays.
- Porcelanosa working hours is from Monday to Friday from 8 to 13 and from 15 to 19. They work one Saturday every month.

## **6. EMPIRICAL STUDY**

In this section, we will perform an analysis of the situation of employees within this Company group, in addition to analyzing their private and family life. Once we analyse it, we will assure whether it would be possible to apply intensive workdays.

As we have mentioned previously, this Company starts the workday at 8 approximately and ends at 19-19:30h depending on the Company within the business group. Therefore, this company does not perform intensive workdays in all the companies within the group since they have a break during the day.

In this sector there are no companies which have already applied the intensive workday. There are not many companies which apply this type of workday in Spain. A clear example would be Iberdrola, however, the brewery DAMM is trying to apply intensive workday.

According to Ramón Castresana after six years, "we have improved productivity and increase more than half a million of annual working hours. We have reduced absenteeism by 20% and work accidents buy 15%".

OCU has conducted a survey on streamlining timetables in Spain. Whether they would be possible and what Spaniards think about it.

According to the surveys, the following are the results:

### *Conciliate work and life*

1 out of 3 workers claim not to be able to reconcile their social and work life. However, we observe that 80% of the public sector is satisfied concerning their timetables.

Regarding the relationship of the company the public sector regains with 65%, compared with 58%.

On the other hand, two out of 3 Spaniards think that it is impossible to have a brilliant career if you do not give up some aspects of the family environment.

A third of workers in Spain works on Saturdays and one out of three works on Sundays and national holidays.

Workers are usually more dissatisfied if their workday ends after 18.

**Illustration2. Do you think that nowadays it is possible to have a brilliant professional career without sacrificing important aspects of the social and family environment?**



Source: OCU

## **7.ADVANTAGES AND DISADVANTAGES OF WORKING FOR PORCELANOSA**

Now, we will highlight the advantages and disadvantages that can be found when working for Porcelanosa company group.

The advantages are these:

- Customer base: Porcelanosa owns a diversified portfolio of customers, as well as a good treatment between them.
- Neat appearance: a neat infrastructure of the company.
- Resources available when performing the different functions of the post. Porcelanosa is adequately resourced to deal with the different functions of the post.
- Workers are granted a leave entitlement of five weeks which they are free to choose when they want it.
- Salary regarding the timetable. If they make the hours stipulated in the contract the salary will be high.

And the drawbacks that may be found are the following:

- The workday generally is longer than what is stipulated in timetables. Workers do more hours than they should. This is one of the main reasons that make employees feel demotivated and frustrated.
- The work environment of the company is not usually the ideal since they are pressured for failing to finish their tasks. Workers feel with a lot of pressure during their workday, so it should be managed so that the objectives were feasible regarding the workday that they should make.
- Company policy. The policy should be revised in order to improve the conditions of their workers.
- Workers do not feel valued, the company does not offer any incentive plan for workers. Thus, it would be interesting for the company to create one in order to make workers feel part of the company.

## **8.DISCUSSION AND CONCLUSIONS**

In Spain, there are a few companies that have introduced intensive workday. A pioneer and clear example is Iberdrola which has applied this type of workday, as we have mentioned previously in this paper. The culture and the thinking in Spain jeopardize the application of this type of workday in the distinct labour sectors. More specifically within the ceramics sector, it would not be possible to apply the intensive workday in every kind of job. This is because night workers and people working in the afternoon are needed.

Regarding work-life balance and the workday that we find in the ceramics sector is complicated, since they exit at 19-19:30 from work, depending on the company within the group. Once they finish their workday, they got back home and do not have any free time, so that they are not able to enjoy their leisure time and they cannot reconcile family and work lives either.

Despite the fact that companies are being reluctant to this change, they are being increasingly pressed to apply this timetable in Spain. As we have observed throughout the history, different changes have been made such as the introduction of women on the labour market and prohibiting children from working, as well as introducing several workers' rights thus contributing to the health and well-being of the employee.

Dealing with the area which concerns us, more specifically the Porcelanosa company, it could be applied several measures to achieve satisfied employees thus achieving great benefits, less absenteeism and improved work environment. The improvements that could result from these would be these ones: methods of personal motivation and workers would feel valued and eager to improve their work. Creating goals for every department to motivate workers and creating a team link among employees. And finally, reducing working hours.

Regarding all the information that we have been able to obtain and contrast in the research, the intensive workday can be applied by any company. Porcelanosa does not perform the intensive workday, although it could, at least in some jobs. The intensive workday would not be a problem for the company since it would be a win-win situation for both, company and employees. This timetable would encourage employees to perform work in a more motivated way and would reduce absenteeism. Working more hours is not related to increasing productivity since we find that they do more idle hours during the workday because they feel overwhelmed.

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